



RSA TRANSITIONS...

Masterplan

A framework for rehabilitation capital
and culture

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Introduction

RSA (the Royal Society for the encouragement of Arts, Manufactures and Commerce) has just completed a feasibility study exploring the potential for ‘transitions parks’ using Ministry of Justice (MoJ) assets adjacent to prisons to drive innovation, collaboration and rehabilitation. RSA has been refining and testing the idea for Transitions in partnership with HMP Humber in relation to a 45-acre site on the prison’s doorstep. The objective is to pilot the model on this site, while identifying how the model and associated learning can be replicated. RSA Transitions speaks to the Government’s Transforming Rehabilitation strategy and in particular the role of resettlement prisons (HMP Humber is one such prison) and increased focus on ‘through the gate’ support for offenders.

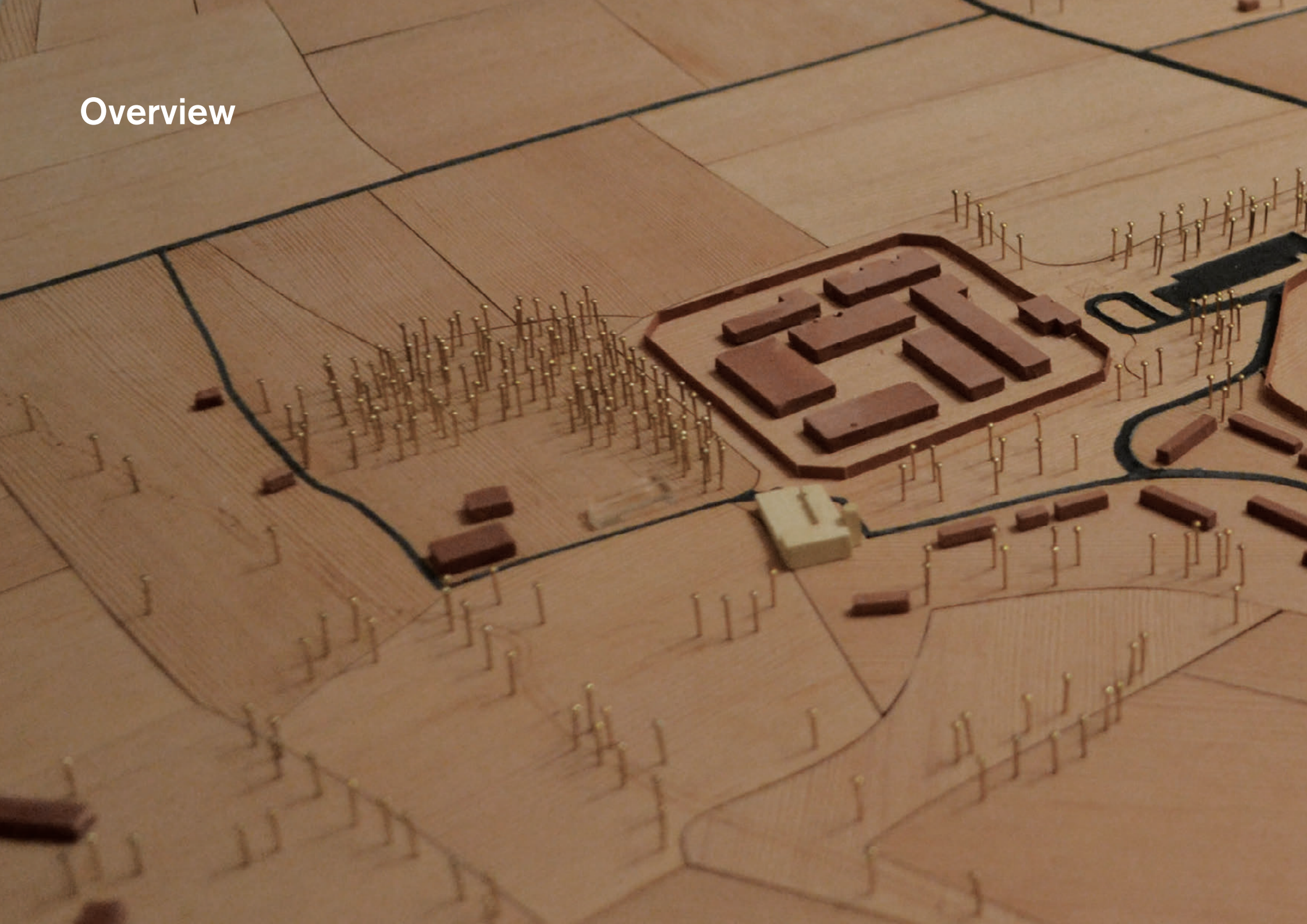
Through the initial testing with the pilot project site HMP Humber, a number of characteristics have been clarified:

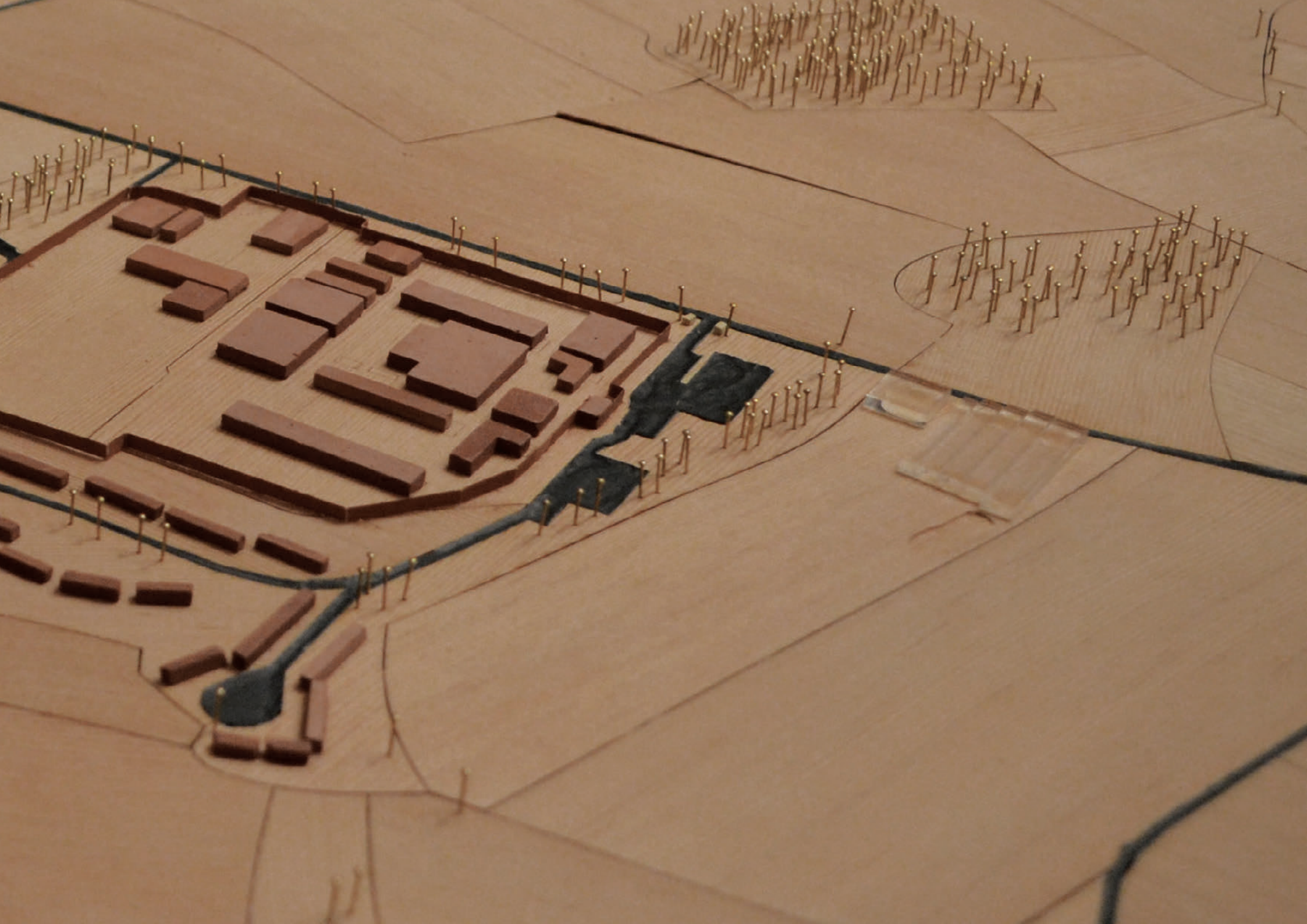
- The presence of an ‘outside’ partner working closely with the prison brings significant opportunities not just to add value, but to enable different thinking and relationships to develop. The physical site adjacent to the prison provides significant opportunities for innovation, capacity building, partnerships and engagement that are not within reach of the closed estate.
- Good knowledge about the existing assets is key: from the partnerships that will be most effective in each particular circumstance; to the constraints and opportunities offered by the site conditions; to the strengths, weaknesses, opportunities and threats within the region.
- An underlying principle based on social capital and evidence of network effects – what the project has called rehabilitation capital and culture – is critical to developing a sustainable change. The idea of social capital is that it is not held in any one place, but rather is supported through networks that are resilient enough to withstand change and provide a diffuse resource shared amongst communities of people. Offenders often exist outside such social networks and a prison sentence means further isolation. Likewise the work of prisons happens out of sight and reach of the wider community. The concept of rehabilitation capital and culture focuses on the networks and assets that can strengthen offenders’ chances of desisting from crime. Rehabilitation culture focuses on the institutional values, work practices, skills and behaviours that support desistance from crime. Both bring a particular emphasis on the networks and relationships that help to support rehabilitation and prisoners’ journeys to active citizenship.
- An open and truly collaborative process is key. Developing such an ambitious idea into an implementable project was a challenging prospect, but it was also advantageous in that the broadest range of stakeholders could be fundamentally involved in its shaping. A significant part of the work undertaken by the Transitions team involved the design of processes to enable such engagement. This is not only important to ensure appropriate ‘fit’ of needs and provision, but also to engender a degree of buy-in to the project by all those involved.

Structure of the report

The first section of this report provides an overview of the process, the key steps taken and the outcome of each step. The second part provides a summary of the more technical supporting work that was undertaken and is contained in full in supporting documents that can be made available to interested parties. These technical reports may be particularly useful to projects with similar circumstances.

Overview





Overview

A framework masterplan

This report describes and illustrates the feasibility study process from the perspective of the masterplan for the site at HMP Humber. This site offers a particular set of opportunities and constraints to which the masterplan responds, providing medium to long-term vision for how the land could be exploited to support the offender rehabilitation journey: as a physical location to bring together multiple services; and as a local manifestation of the supporting network that is envisaged in the concept of rehabilitation capital and culture. This report therefore sits firmly within the context of the full Transitions feasibility study reports. These include: a core summary document that sets out RSA Transitions core arguments and findings; consultation documents and papers on a range of key issues from transport, 'green' skills and food, to the shape of the workforce and drug and alcohol interventions.

This can be found at:
www.thersa.org/action-research-centre/community-and-public-services/transitions

The purpose of a site-wide masterplan is threefold:

- To establish a framework for the site that allows it to be developed over time in a way that is most likely to maximise the potential opportunities and meet the project objectives.
- To populate this framework with specific elements that can be modelled and adjusted in due course, whilst illustrating the potential of the framework.
- To 'test' the veracity of the framework from key perspectives such as statutory planning, access and servicing and the impacts and opportunities for the residential community on the site.

The masterplan is therefore not a simple, fixed proposal for this site, but a set of principles and potential components that enables the development of the site towards the objectives. Furthermore, the Transitions pilot project is a strategic proposal for how prison assets could be put to better use to support rehabilitation, both nationally and internationally. The iterative process undertaken for the development of the masterplan is therefore strategically at least as important as the masterplan itself. In this case,

the masterplan was developed through a multi-disciplinary working process where an architect worked as part of the Transitions team in a more proactive role than is conventionally the case; rather than simply receiving and applying a given brief, the process involved extensive discussions with a wide range of stakeholders and the iterative capturing and illustrating of the information to gradually resolve a potential operations model, potential accommodation requirements and related cost and revenue analysis. The question addressed through this study has therefore been 'what is feasible?', rather than the more conventional question, 'is it feasible?'

The answer to this first question is that the masterplan shows the most feasible potential of the site. The extent to, and way in which this is realised will depend largely on external conditions and the framework approach enables the project to remain light-footed in its implementation. The illustrated masterplan provides a guide to ensure that this does not result in an ad-hoc development that risks missing opportunities and constraining itself. It also provides a basis for constructive discussions with local and strategic partners, funders and with the local planning authority.

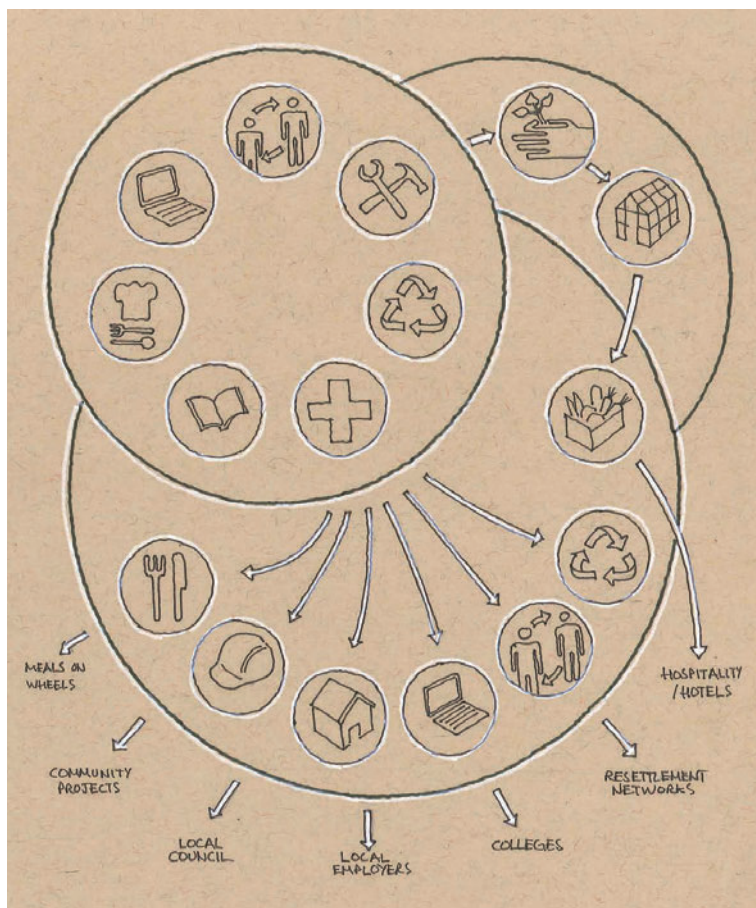
HMP Humber

HMP Humber is a Category C prison in a rural location in East Yorkshire. It has an operational capacity of 1,062, currently within two secure compounds, which will be joined in the near future. It releases in the order of 1,000 people per year. The Ministry of Justice-owned site is approximately 120 acres (50 hectares) in total, including 45 acres (18 hectares) of farm and parkland surrounding the prison. This land includes a residential community of 84 houses, a farmstead and a semi-derelict Victorian manor house, Everthorpe hall. A small brook runs through the site and there are wooded areas, good habitats for wildlife and walking trails mainly used by local residents.

The masterplan is based on the assumption that a case can be made and accepted by the Ministry of Justice for a transfer of the underused land to the project for the purposes of reducing re-offending. These discussions are currently being held. Certain assumptions have been made for the purposes of this stage of work, which may be revisited, however the masterplan is developed with this contingency in mind.



Aerial photo of the HMP Humber site ©2013 DigitalGlobe, Getmapping plc, Infoterra Ltd & Bluesky



RSA Transitions (2011)

RSA Transitions

The *RSA Transitions* report (2011), called for a new approach to tackling the unacceptably high levels of re-offending. Changes to both the facilities and operations of prisons were considered necessary, in addition to ‘Transitions Park’: a campus adjacent to the prison that would co-locate ‘through-the-gate’ services. Critically important relations with local communities, services and employers can be created and a ‘ladder’ of opportunity becomes possible for offenders to re-integrate into society. The Transitions pilot project chose to focus on physical change outside the prison walls, through the Transitions Park component, whilst work within the prison would concentrate on organisational and cultural change.

Transitions green skills park

The testing and shaping of this concept in HMP Humber arrived at a particular model for the Transitions Park component, based on developing skills for green industries, that are a major economic growth area in the region. This model (indicated right) was developed with a particular emphasis on the activities and facilities outside of the prison walls, to support the masterplanning work. The RSA Transitions work inside the prison

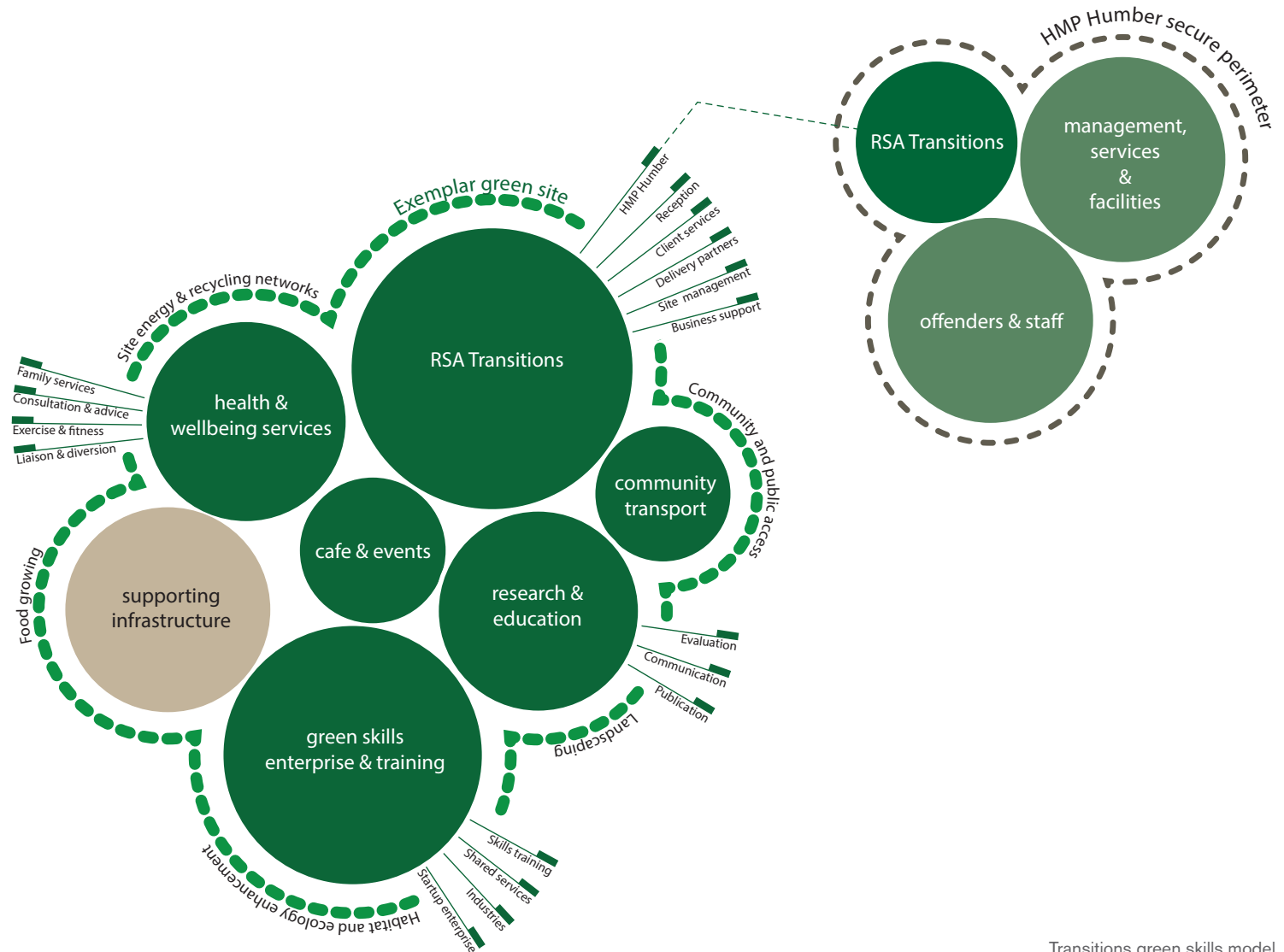
is equally important and in many ways is more significant in generating immediate change. The work informs and anticipates the Transitions ‘campus’ outside the walls, but is shown here in outline and described in more detail in the accompanying reports. Within this model, the site is understood as a location where a combination of support services, training and employment opportunities and community facilities can be brought together in a wider landscape environment that can act as a broader resource for rehabilitation.

Bringing these activities together is more than simply about co-location, but about developing a network of support, social engagement and ladders to employment that can underpin the concept of rehabilitation capital and culture. This notion is carried through to the planning of the site, through the creation of a Transitions ‘hub’ to provide an identifiable centre to the network. Activities are grouped into a number of common delivery areas:

- Green skills enterprise and training, combining training providers, business support and light-industrial employment.
- Health and wellbeing services could bring together health services with

exercise and fitness, education and related support.

- The Transitions element would provide the umbrella for delivery of partnering services, connection within the prison itself and a responsibility for joining up all aspects of the model.
- A research and education element can provide on-going evaluation of and learning from the project.
- Community transport will be essential in such a rural area and should benefit the community, prison visitors and support rehabilitation through providing training and employment opportunities and easing offenders' access to work placements.
- The site can provide many opportunities such as food growing and community engagement and can support the necessary infrastructure for an exemplar 'green' development.
- A cafe and events space should act as a meeting and information exchange space, as well as potential interaction between the project and the wider world.



Transitions green skills model

Masterplan design and development

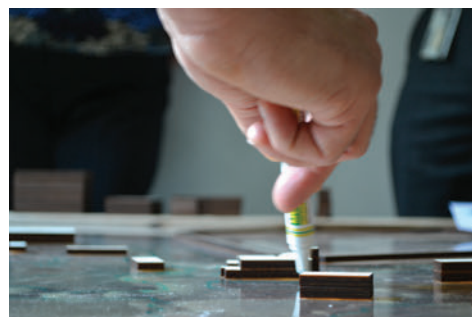
A careful analysis of the site identified a set of constraints and opportunities at the outset. The majority of the land exists as an oasis of natural habitats within a wider area that has generally poor habitat due to intensive farming. The farmstead, historic manor house and walled garden provide an existing set of buildings that could be converted or redeveloped for Transitions facilities, without detrimental impact on the wider landscape or the residential community. Access is clearly an issue as the existing access route between the prison enclosures will be closed up through the prison merger. A number of options were considered, with the most feasible option shown on the drawing opposite. These outline ideas formed the basis for an intensive consultative process.

A ‘toolkit’ was designed and produced with elements being constructed in the prison workshops. The toolkit was used to explore opportunities, constraints and options for the site with a wide range of stakeholders: prisoners and officers in the prison, employers, service providers, local residents and the neighbouring communities.

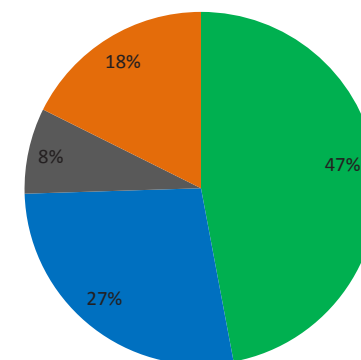
The masterplanning workshops were held in a fairly freeform manner, facilitated by the Transitions team. They were supported by a more formal questionnaire which was used to gather more focused information. Three conceptual ‘models’ were presented as ‘shopping lists’ for people to respond to. These elicited clear support for the green skills model whilst helping to clarify its constituent components, including elements of the other models. The feedback also helped

to clarify constraints and opportunities and raised new ideas, particularly in relation to existing services required within the prison that could be enabled by RSA Transitions, providing revenue income and training and employment opportunities. At least as important as these practical matters was the level of support and engagement that these workshops developed with potential partners and users. A very wide cross-section of people with very different perspectives on the project were part of this process and the support expressed for the project was extremely high. Of course a project such as this will have detractors and many of these may have chosen not to engage with the process, however the consultation demonstrated a real appetite for the project, and the appropriateness for this site.

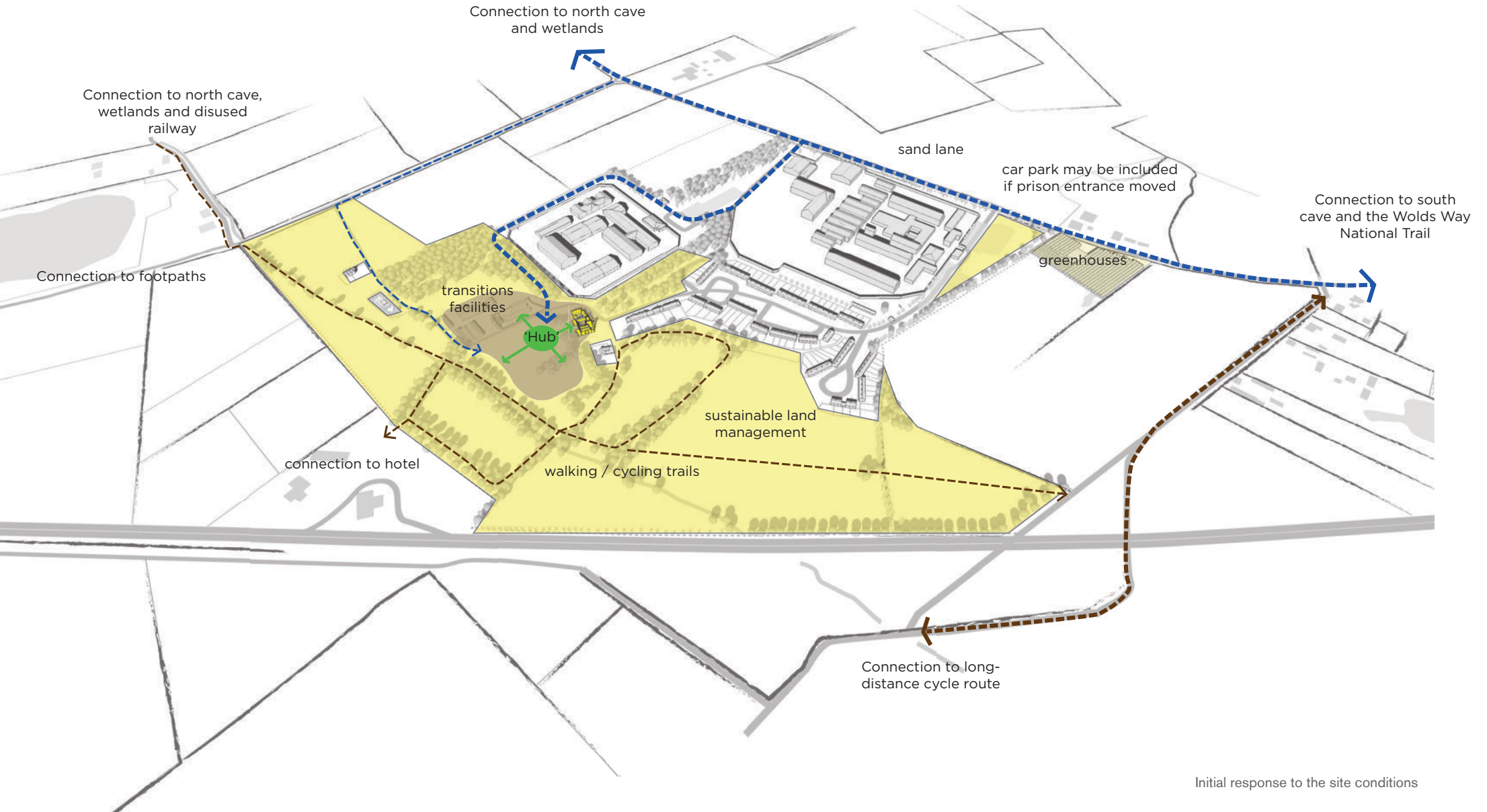
Discussions were also held with the local planning authority who were supportive of the principles and keen to see the site put back into productive use. The masterplan provides an important vehicle for planning discussions as it presents a vision for the site as a whole, whilst enabling individual elements to come forward as planning applications as and when appropriate.



■ green ■ industry ■ mixed ■ tourism



From Left: Transitions baseline planning report, Karthaus Design 2013; masterplanning workshops at Transitions HMP Humber; pie-chart of responses to the 3 models used in the workshops;



Initial response to the site conditions

Transitions masterplan for HMP Humber

The masterplan at its current stage of development is a strategic plan for the site, showing a distribution of development uses and landscaping, together with a means of supporting these through infrastructure. The plan does not show how or when these components should be delivered: it is a framework which should be filled out over the coming years as the project develops and grows. The supporting work carried out by the Transitions team has modelled some scenarios for how this could happen. These are summarised in the second part of this document and in the other project documents.

The masterplan is also not intended to be prescriptive: the uses have been organised according to their relationships to each other and according to practical site and servicing requirements. Other functions may be included or substituted and the masterplan reviewed to ensure the fit with the site and other components remains good. The principle is that more 'public' functions are to be located around Everthorpe hall, the walled garden and the 'meadow' to the south. Less 'public' functions, such as light industrial spaces

are located more peripherally. In this case the term 'public' is used loosely to mean visitors to the site who may be involved in either delivery or as a user of the project, as well as the wider public. Although housing is a significant issue for those leaving prison, it was clearly established through consultation that this site is not appropriate for housing and residential use is not proposed in the masterplan. Working with housing providers within the region to enable resettlement remains an important aspect of the project.

The farmstead site provides the location for light industrial training and employment uses as a previously developed brownfield site. Access to this can be provided through a new access road around the perimeter of the prison as the preferred option. Some tree and habitat loss is required to achieve this and this can be more than compensated for elsewhere on the site, particularly to the south where it can provide an acoustic buffer to the motorway. A significant amount of car parking will be required and this can be 'contained' within the farmstead site. Some existing farm functions can be retained on the site. The existing activities on the farmstead should continue to be supported and re-provisioned for storage,

plant growing etc. is built into the plan. The framework approach means that relocation of activities can also happen one step at a time. The objective is to expand on what exists, not to replace it.














A Health and Wellbeing centre and 'startup' flexible business units provide a more public face to the central meadow.

Office-based, public and 'softer' functions can be provided within the renovated Everthorpe hall, opening onto the main courtyard that can provide the cafe / events space.

A set of proposals for enhancement and use of the remaining land have been developed and these should be explored in more detail together with a landscape architect in the implementation stage.

The vision for the site is a local manifestation of the wider Transitions network, providing a physical basis for rehabilitation capital and culture. The existing assets of the prison, the landscape, historic buildings and local residential community are all drawn into this picture to create a microcosm of support and opportunity for the approximately 1,000 offenders released from HMP Humber each year. The site can also fulfill the role of a regional hub, for delivery of services to a much wider

client-base, which could include probation services, early intervention and learning and dissemination of this new model. As such, the site can become a flagship for Transitions.

-  HM Prison
-  Car parking
-  Light industry & workshops
-  Everthorpe Hall
-  Health and wellbeing centre
-  Farm storage
-  Walled garden
-  Flexible start-up offices
-  Ecology field building
-  Allotments
-  Food growing and renewables
-  New tree planting and enhancements
-  Garden and recreation areas
-  Meadow garden
-  Walking trails
-  Service connection
-  New access road



Illustrative plan for Transitions facilities

The drawing, right shows an illustration of how the masterplan framework could be completed. The purpose is to show how a specific set of spaces can be accommodated on the site and technical analyses of planning, servicing, cost and delivery factors can be assessed in one scenario. Additionally, the drawing illustrates how the form and location of buildings can be used to create a sequence of spaces that can give a sense of place to what is quite a sparse and open site.

The masterplan is not a purely functional arrangement, but a set of relationships between physical elements that can work to support the network concept that lies behind the idea of rehabilitation capital and culture. Some buildings are clearly more 'functional' and less supportive of a sense of place than others: whilst their exact layout may differ the light industrial units are likely to be driven by simple, large, efficient space-planning with wide spaces for manoeuvring lorries; the 'start-up' business spaces and the health and wellbeing centre on the other hand can be configured to address the meadow and create secondary spaces onto which

they can open. The relationship between the meadow, the walled garden and the historic manor house creates a focus on the meadow and through opening up these existing buildings and configuring the new buildings a kind of large, quadrangle space is generated and completed by the field learning building and the woodland walking routes. This provides a 'place within a place', that is at once accessible to the visitors and the local residents, but at the same time separated from the housing areas and self-contained.

The accommodation schedule shows the amount of floor space represented in this plan. This quantum of development has arisen through the iterative consultation and business planning process. It does not fulfil the theoretical maximum capacity of the site, but it represents the maximum development that could be reasonably supported on the site, through the business model and planning assumptions made at this stage of development.

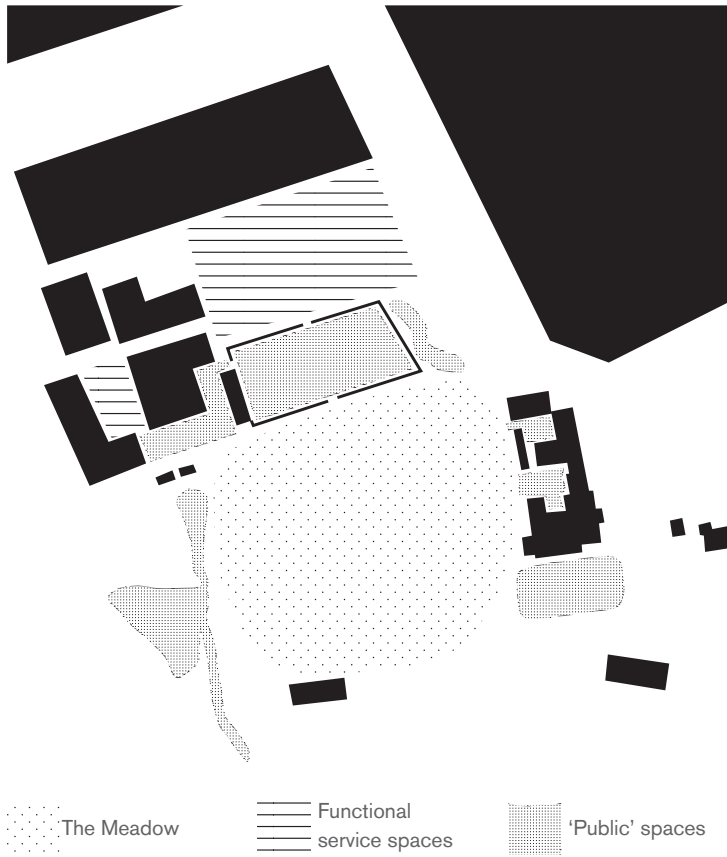
Illustrative schedule of accommodation

- Light industrial / training units
6,000 m² / 6,450 ft²
- Health and wellbeing centre
500 m² / 5400 ft²
- Flexible start-up office space
500 m² / 5400 ft²
- Field learning centre
100 m² / 1,080 ft²
- Renovated office/event/meeting space, Everthorpe Hall complex 1,400 m² / 15,070 ft²
- Covered courtyard areas
- Farm storage (existing building)
- Car parking: circa 150 spaces

Total: 8,500 m² / 91,500 ft²

Notes:

These areas are illustrative only and are subject to surveys, design and statutory approvals. All areas are Gross Internal Floor Area – note in the case of renovated buildings, nett areas will be less. The drawing is illustrative and not to scale.



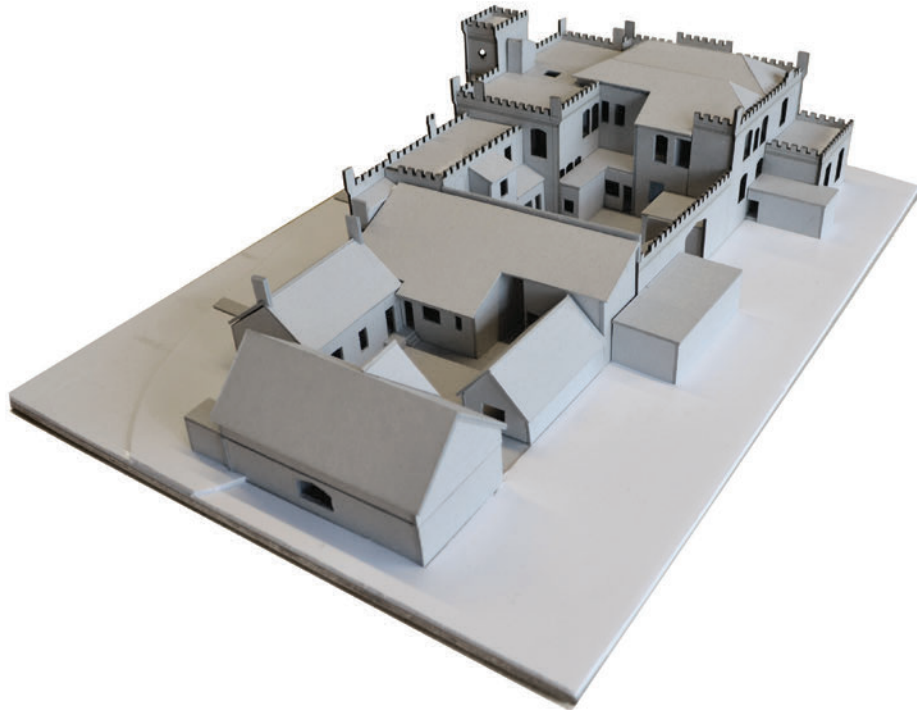
Right: this illustrative masterplan gives an indication of how the site can be developed over time to complete the Transitions model.

Above: a 'figured-ground' drawing shows only the buildings in solid fill. These can be designed to strengthen the sense of place by defining external spaces





The courtyard and surrounding agricultural buildings within the hall complex provide an ideal first stage for Transitions on the site.



Initial development: Transitions hub

The masterplan proposes a quantum of development on the site to support a significant scale of social enterprise. It will take a number of years to reach this scale of activity and as the project develops, the requirements may differ in scale and function. In the second part of this document, the masterplan is broken down into a series of ‘components’, each with a cost estimate attached.

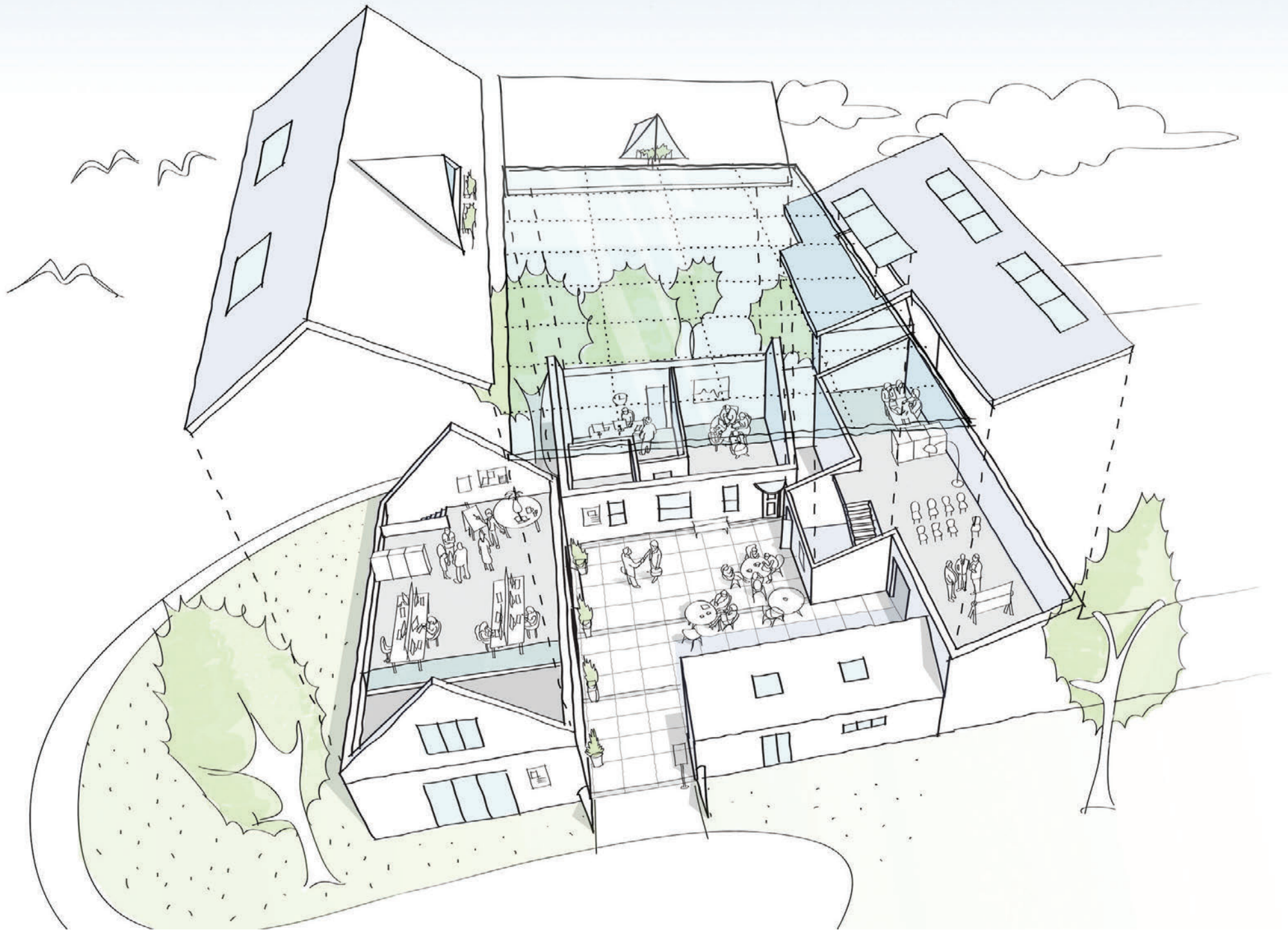
These components can and should be developed as and when required and may occur in different combinations and permutations. An important part of the rationale behind setting up the masterplan this way is also to allow for the continuation of the existing land-management and other activities undertaken by prison staff and Category D offenders on the site.

The whole objective is to enhance what exists, not to wipe the slate clean and start again and the framework approach allows functions to be relocated and reprovided one step at a time. Significant change has already been undertaken at HMP Humber with only a small space provision outside of the prison walls (Transitions office). The first step of implementing the masterplan is therefore likely to be limited in scale,

to establish the key partners on the site and accommodate them. Everthorpe Hall itself requires a significant investment to bring it up to modern standards and though heritage funding may be available this will take time to secure. The courtyard complex of buildings to the north of the Hall provides the potential for quicker provision of office space, through renovation and conversion.

The existing buildings are used as welfare facilities and farm storage. These can be reprovided by opening up the adjacent courtyard and making use of further outbuildings. Transitions existing office is already established in this complex and a conversion could provide office space for approximately 25 further desks and associated facilities. A glass roof over the courtyard could introduce a new type of space on the site: an inside/outside meeting space that sets an ambition for the site as a whole. This could be used for formal and informal events and meetings.

By being a carefully controlled, shared space for interaction between delivery partners, users and prison staff, it could create the first example of the kind of space that can support the concept of rehabilitation capital and culture.



Process





Process map

The ‘roadmap’ to the right shows the steps in the process from the perspective of the site masterplanning process, which was iterative with the ongoing Transitions project development process.

RSA Transitions report 2011

The original *RSA Transitions* report identified the need for change in both practices and facilities inside and outside of the prison walls. This pilot project is an exploratory study to test some of the key recommendations of the original report in a particular location: HMP Humber.

Initial mapping of the process

At the outset, an indicative timetable was drawn up to illustrate the design and development stages involved before any construction can take place on the site. This was then used to map required inputs from other parts of the process, such as stakeholder engagement, the development of an operational model and business plan, the transfer or licence of the land etc.

Site analysis (report 1)

The site is a critically important asset and combined with its rural location, immediately appeared to offer unique opportunities, as well as constraints and limitations. The analysis considered the

site at a series of scales, beginning from the national context and concluding with the individual existing buildings on the site. A key principle here was to properly understand what exists before making any proposals. At the detailed scale this was mainly observational, with detailed surveys identified for later stages of implementation implementation. This report is briefly summarised here.

Key issues: access and first phase scale options (report 2)

The site analysis quickly identified some key constraints and decisions relating to the existing buildings, in particular access routes and the potential to renovate the historic manor house. These were explored in terms of principles and to draw out some possible options for discussion.

Potential activities and operational models

Extensive consultation and engagement carried out by the project team identified a longlist of potential activities. These were organised into four ‘strands’ or ‘themes’ that could act as an embryonic business proposal. Taken individually, it was not clear which activities would contribute directly to the project objectives, but when organised in these ‘strands’,

inter-relationships and potential business models began to resolve themselves. These strands were visualised to enable more focused consultation.

Collaborative design toolkit

The iterative nature of the process meant that the opportunities offered by the site had an influence on design of the business model itself. As the model emerged through a process of consultative engagement, the site needed to be understood and explored through a similar process. A ‘toolkit’ was designed by the Transitions team and constructed by offenders in the prison workshops and used to facilitate a series of masterplanning co-design events with offenders and officers in the prison, local residents, employers and other potential partners outside of the prison.

Masterplanning workshops (report 3)

The intention was not to co-design a masterplan, but to understand and develop responses to particular issues, which when taken together clarified the tactical steps required to produce a masterplan. As part of this, three conceptual business models were proposed and explored in relation to the site. This directly identified the

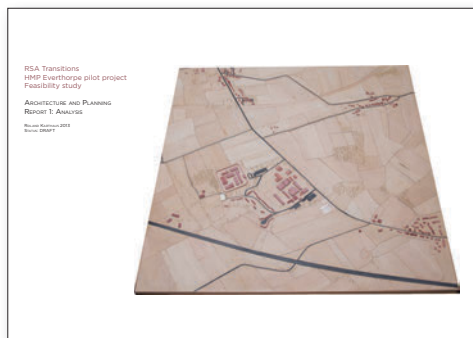
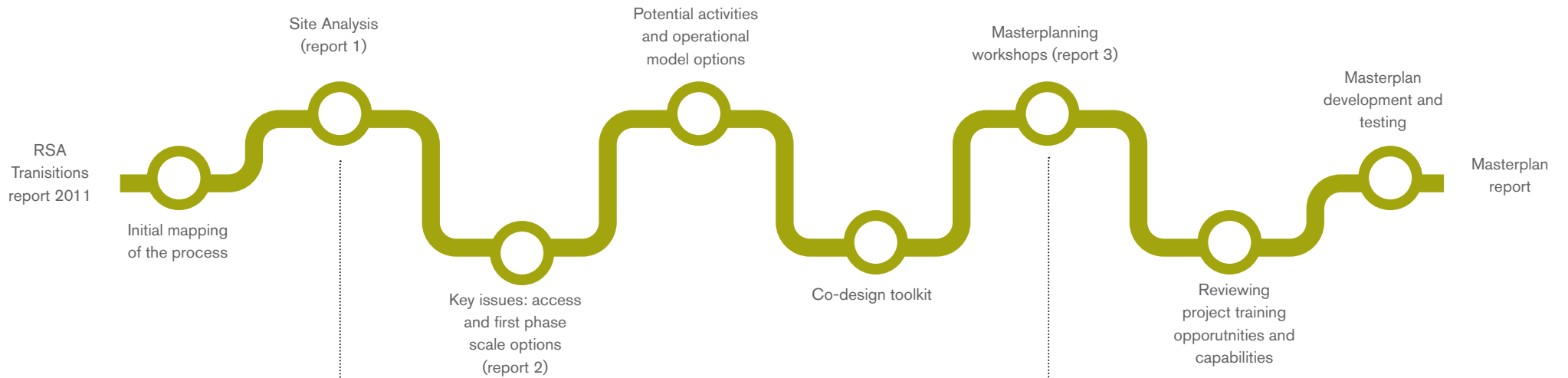
preferred model and the specific activities that should be supported. The process was also a key means to ensure buy-in from the wide range of stakeholders and the high level of active engagement in this gave strong support to the project.

Reviewing construction training opportunities

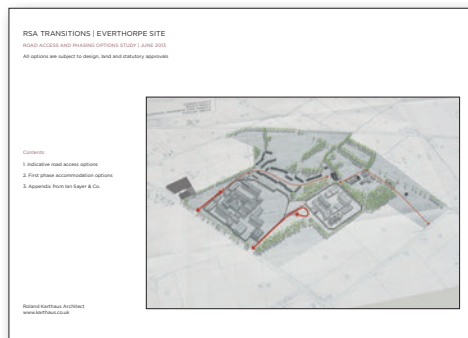
Working with the prison workshops in parallel, the potential for offenders to carry out portions of the construction work as training opportunities was explored and a schedule matching opportunities and skills was developed. This continues to feed in to the design of training and facilities within the prison.

Masterplanning development

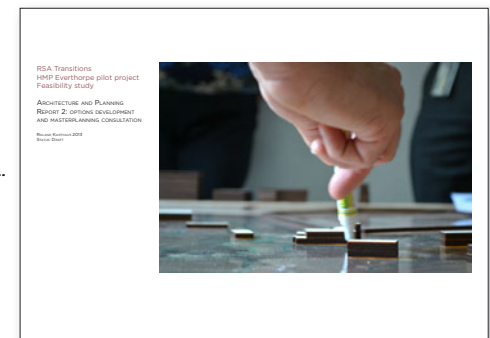
Incorporating input from the Local Planning Authority, business planning advice, the Ministry of Justice, the prison management team, and specialists such as an ecologist, the masterplan was refined and clarified in terms of first steps to establish the project on the site and future potential. At the conclusion of this stage of work, the masterplan remains a vision for the full potential of the site, that will require more detailed development as each stage is undertaken.



Report 1: Site Analysis



Report 2: access and first phase options



Report 3: Options development and consultation

Site analysis



The baseline report considered the site at a series of decreasing scales. This was explored through maps, identifying the most pertinent information at each scale. Models were also made to understand the site within its immediate context (1:1250 scale) and of Everthorpe Hall (1:100 scale) as the key historic asset on the site. An initial sketch programme was produced to identify the sequence of events and activities required before any works could start on site. An initial approach to the development of the site was indicated.

HMP Humber is located in East Yorkshire, in the East Riding area near Brough, some 15 miles from Kingston-upon-Hull (known as Hull). Formerly an important industrial port, the city is gradually transforming to the services and cultural sector and will be UK City of Culture in 2017. The port and associated

industries continue to operate, servicing the region which is a nationally important producer of electrical power, formerly from coal, but increasingly through gas, biomass and other renewables. Humber Gateway: a large offshore wind farm is currently under construction and green industries are a key component of the future regional economy. The sub-region is well-connected to the UK by road and rail, but is poorly inter-connected. This is a rural area and disparities exist between the relatively affluent agricultural hinterland and the post-industrial urban centres, epitomised by Hull, which contains deprivation 'hotspots', including the 11th most deprived ward in the country. The map, bottom right, illustrates this, using data from the Office for National Statistics (dark: most deprived, light: least deprived). The site is located in an area of very low deprivation, or high affluence, but draws a large part of its population from the deprived urban centres, to which they generally return on release.

The prison is located near two small centres: North Cave and South Cave, which have modest local facilities. The prison is separate from these centres, amongst intensely-farmed agricultural land. To the east lie the Yorkshire Wolds, an area of Nature Protection.



Selection of maps from the site analysis, clockwise from top left: the national context; road and rail links into and within the Humber sub-region; deprivation mapping from ONS; local centres and facilities



Left: a model of the site within its context, showing the field patterns, edges of North and South Cave and the M62 to the south. A disused railway runs to the north.

Above and below: Everthorpe Hall (white building on the model, left) is a Victorian Manor House, predating the other buildings on the site. It was used as a social club for the officers until it was closed around ten years ago.



The fluvial landscape has resulted in rich arable land, which is farmed intensively: fields are large and verges and hedges are minimal. The Ministry of Justice land exists as an oasis of natural habitat within this context: the fields are small and have not been farmed for at least 10 years. Mires Beck, a small brook runs through the site and there is an overgrown Victorian bathing pond associated with the Hall. There are areas of mixed-species woodland, including some significant, mature trees and evidence of otters, kingfishers, newts and bats amongst the more common wildlife. In a typical development, such habitat can act as a constraint, however, in this case it provides an additional asset to work with.

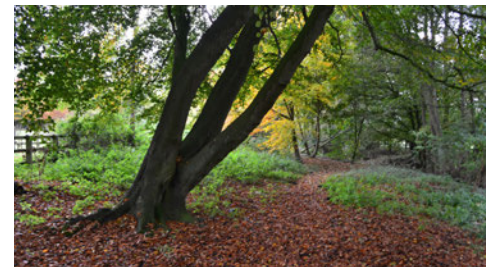
The aim of the Transitions model is to use the existing features of the site to support activities that in turn support offender rehabilitation. These are likely to include formal support services, but also training and employment opportunities in a wide-range of skills. As with the farm that existed originally on the site, the land can be used to develop and support skills training and also offers the potential for positive engagement with the local community and wider public. Currently, the existing residents make good use of the walking routes within the site. They

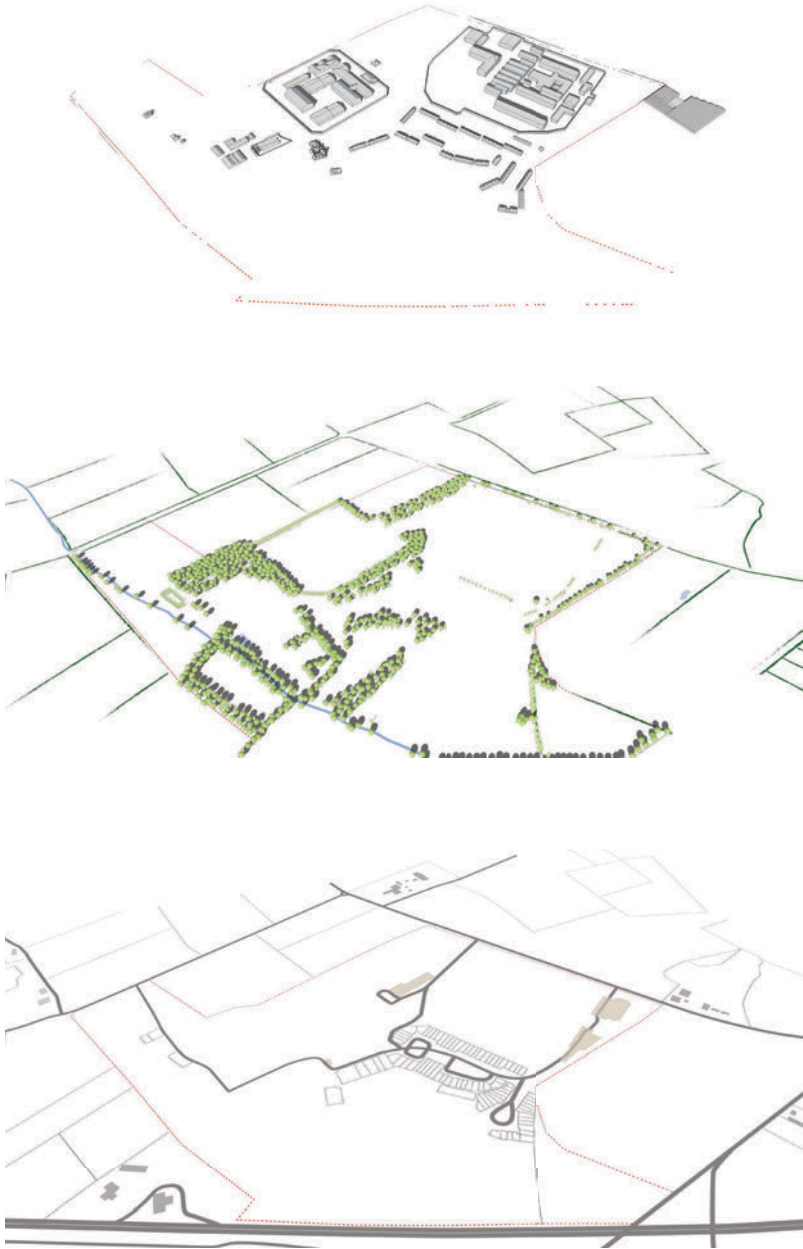
have allotments for growing food and are used to encountering small numbers of Category D offenders maintaining the land. These all offer ‘seeds’ for activities that could be developed on a bigger scale as part of the Transitions project. At this early stage, these ‘seeds’ were simply ideas that were then explored and developed in the following consultative process.

The co-location of the farmstead and the historic manor house was an immediately identifiable area of the site where existing buildings might be re-used and new buildings potentially erected, whilst allowing the remainder of the site to be used for landscape activities.

This page, Top right: view of the former HMP Wolds from Mires Lane, to the west of the site; Right: views of the varied landscape within the site: pastures, walking routes and Mires Beck

Facing page: ‘layers’ of the site were separately considered for the potential value and constraints: buildings, habitat, road network. A series of maps were produced identifying key issues for planning including the building uses, shown here.





- HM Prison
- Farmstead
- Everthorpe Hall
- Commercial
- Residential
- Parking
- Motorway
- Road / lane

Key issues



The identification of key site-related constraints and opportunities allowed a degree of technical feasibility work to be undertaken in order to facilitate the following consultation process. At this stage the accommodation requirements were not known, but any re-use of existing buildings or new buildings and an increased use of the site raised a number of questions that required exploration at the earliest stages.

Everthorpe hall has been empty for a number of years and is in a poor state of repair. It is not listed for statutory protection. Surveys were undertaken and a number of issues beyond normal disrepair were found, including asbestos, which was removed, rising damp and rotting timber. The roof has been patch-repaired, but there is significant water damage within the building. A conditions

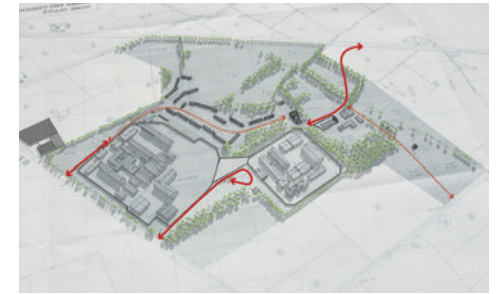
survey was completed and used as the basis for a cost estimate. In order to bring the building into use, the whole fabric of the building would need to be brought up to current standards, including insulating the walls and replacing the windows. This is a significant undertaking and the construction cost estimate for these works was approximately £2 million. A quick analysis of the floor space that would be provided (830 m²) indicated a relatively high cost per area of useable floor space that would result. For this reason, comparator options were considered for prefabricated space on the farmstead site. This would be much more cost-effective, but would do little to support the concept of a Transitions 'hub' and left the difficult problem of a much-loved local landmark building in a derelict state. Additionally, heritage grants are available and the local authority expressed strong support for the renovation of this building. For these reasons it was decided that the benefits of renovation outweighed the costs. A detailed 'doll's house' model of the building was made to understand how the spaces could be re-used. Currently the two courtyards are used merely for storage and there are a number of later additions to the building that re-inforce the separation from the meadow to the west,

which has beautiful mature trees. There is an opportunity to remove these structures and open the courtyards to the landscape. Glazing over the courtyards could allow their use as and as 'breakout' spaces from the main building.

Another immediately apparent issue was that the merger of the two prison compounds will sever the existing road to this part of the site (see opposite). The road that serves the residential areas is a very quiet road, with children often playing in it and is one of the characteristics that residents appreciate about the site. If a major increase in vehicular traffic and especially HGVs is envisaged, then an alternative route will need to be identified. The farm road on the other side of the site is too small and would likely be difficult to upgrade. Various options were considered, with technical support from a transport engineer and a preferred option (top right opposite) was identified around the perimeter of the former HMP Wolds compound. This continues to be developed with the prison merger design team, though it may not need to be implemented until the scale of operations on the site reaches a certain level.

Right: 'doll's house' model of Everthorpe hall at 1:100 scale





Centre and above: several options for alternate access routes were explored, with the route around the former HMP Wolds enclosure being the preferred option. Initial transport engineering drawings were produced and discussed with HMP Everthorpe management to test feasibility in principle.

From Left: existing roads within the site are highly constrained, being either single-lane or quiet residential roads.

Potential activities and operational models

Consultation with a wide range of stakeholders, including offenders, prison staff, public and third-sector service delivery agencies, employers, local authorities and strategic stakeholders generated an extensive 'wishlist' of activities. These were focused on those that could contribute to the objective of reducing re-offending, but also some that could be revenue-generating for a social enterprise and which may have broader outcomes, such as educational, for example. This list was reviewed by the team and categorised into four 'strands' as a means to begin to shape the forms of operations and identify potential synergies and overlaps. These themes were:

Construction skills and engineering

The UK Government is promoting measures to increase housebuilding and there are regional targets and funding for housebuilding in the East Riding area. This is likely to be a growing market in the near future. Large construction projects in the locality, such as the biomass power station and Siemens wind turbine factory, are likely to draw on existing local skilled construction labour, creating new opportunities in the construction labour market. There are opportunities to work with local, regional and national construction companies to provide a

network of skills training, apprenticeship and linked employment opportunities in the construction industry. The continually increasing environmental performance standards for housing (at least up to 2016) is providing a challenge to traditional forms of housing construction and new technologies and skills are increasingly required to meet standards for airtightness, insulation, water-saving and renewable energy production. This provides new employment opportunities as housing construction becomes more diversified. Housing is a key growth area, but many construction skills are also transferrable across sectors.

Sustainable Land-use and skills

The land surrounding the prison is a valuable asset. In this part of the East Riding, the land is mostly intensely farmed on a large scale, which results in poor wildlife habitats, a lack of diversity and opportunities for people to enjoy nature. The HMP Humber site is different, though. Mires Beck, the woodlands and smaller un-cultivated fields provide a great opportunity to enhance wildlife habitats and potentially to make productive and sustainable use of the land. This could take many forms and will have to work with any development on the site: development

and sustainable land use can support one another if they are carefully considered and planned together.

Resettlement services and community facilities

The buildings on the site and the existing training facilities within the prison provide numerous opportunities for enterprise and employment. Ex-offenders face particular difficulties in securing work: competition for jobs has never been higher and a criminal record can prove a barrier to employment. There are existing training programmes within the prison, but these need to be enhanced with external training and skills support for prison-leavers and joined up with local, regional and national employers to create continuous paths into real, sustainable jobs. The existing farmstead provides a potential employment zone that could house low-cost employment spaces for start-up companies and the spaces within Everthorpe hall and the connected buildings provide great potential for event and tourism facilities that could provide jobs on-site for ex-offenders.

Enterprise and employability

The aim on site is to develop resettlement services, which meet offenders' multiple needs: skills and employability, opportunities for work, strong positive relationships, resilience and support with issues like housing and substance misuse. At the same time, the site provides opportunities to benefit the local community through filling gaps in local services and enhancing their neighbourhood environment and networks. As changes to probation and further funding reductions are made to public services across the board, striking the right balance and combining approaches that benefit offenders and local people is critical.

These themes in turn, were used to develop three conceptual business models: the first based around skills for the green economy, the second around tourism and hospitality (with the historic buildings in mind) and the third as a more generic industry and enterprise option. The 'bubble' diagrams illustrated in broad outline, groups of functions and possible adjacencies. The purpose was to provide some options for people to respond to during the following consultative process.



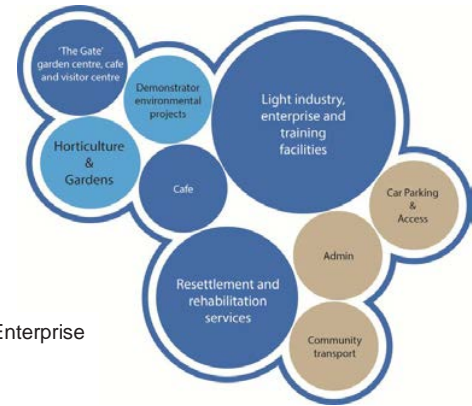
Model 1: Transitions Green Technology Park



Model 2: Transitions Everthorpe Hall Park



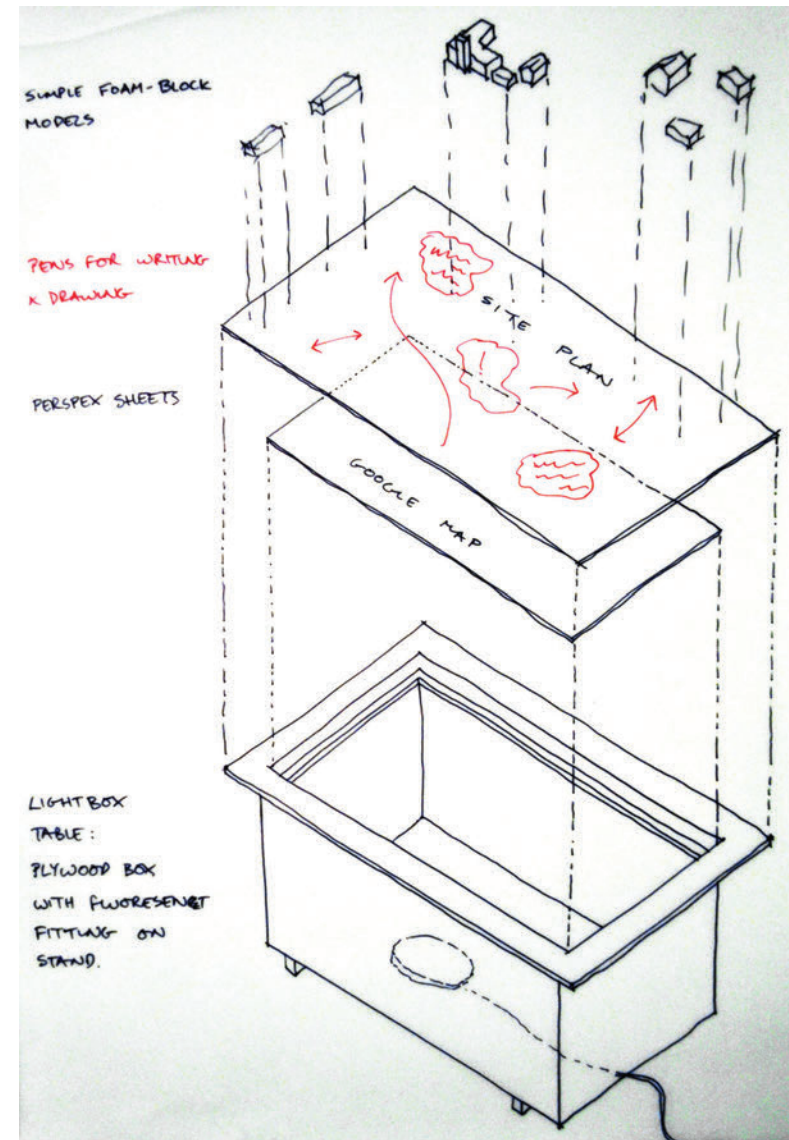
Model 3: Transitions Enterprise & Industry Park



Masterplanning workshops

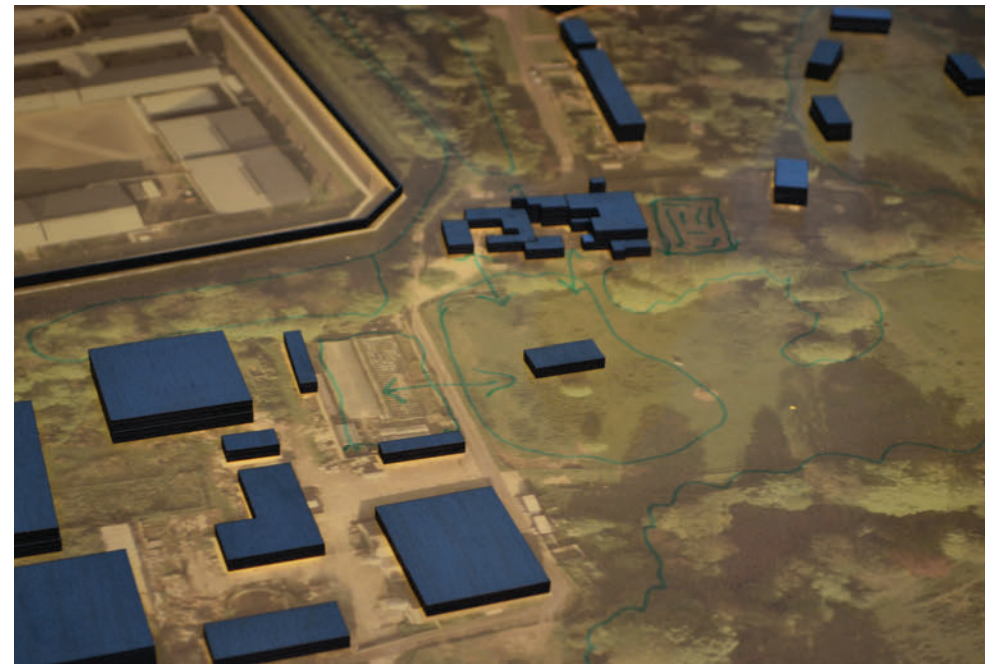
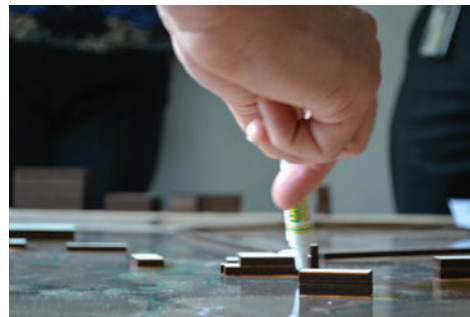
The next step in the iterative development process was to design a method for the wide range of stakeholders to engage with these ideas and explore how they could be applied on this site. A 'lightbox' was designed by the architect and constructed by offenders in the prison workshops. A series of back-printed perspex sheets with aerial photos and plans at different scales were designed to fit onto the lightbox. Existing buildings on the site were cut from plywood to scale and a series of different sized building blocks were also cut.

This toolkit was used over a period of two weeks in a variety of situations with different groups of consultees: inside the prison, in the Transitions office, in Everthorpe hall and at the local school. The key issues identified earlier were explored and people's comments and ideas recorded. The building blocks were used to explore different scales and possible functional distributions on the site, so that impacts such as vehicle movements, noise and so on could be meaningfully discussed. Although technical in nature, the models enabled non-technical consultees to both understand and respond to these issues in a very direct manner.



The toolkit was used in each workshop to structure an interactive and exploratory discussion with each group. The three operational models were explained as a starting point and the aerial photos were used to discuss practical site issues at different scales. The issues of access and on-site functions led most of the early discussions at 1:1000 scale. At 1:500 scale, the 'building blocks' were used to explore the possible scale of different functions. The large, square blocks in the main picture, right are approximately 1,000 m² footprint in order to consider the likely impact of light-industrial units on the site and in relation to other uses and functions, including the existing buildings. This was highly productive in reaching consensus about the principles for planning the site.

The toolkit proved to be accessible and engaging to all the workshop groups. A formal questionnaire was then used to gather precise data on people's responses to the different models, potential functions on the site and connections between them.



The workshops elicited highly useful and relevant inputs at a number of different levels:

Project aims objectives

Strategically, there was an overwhelming level of support for the project, regardless of professional or personal interest, political persuasion, proximity or circumstances. Some firm objections were raised from a small number of local residents, but these were isolated and they mostly chose not to engage with the process. It was clear that there was therefore a degree of positive self-selection in the participants. It was also clear that people immediately grasped the concept and could see the direct connection with the site and the potential it offered. The parallel network mapping work undertaken by the team inside the prison revealed some of the organisational challenges to implementing Transitions, but prison staff and offenders alike almost unanimously supported the principle and negativity was mainly expressed at the fact that Transitions was a necessary change, rather than how the prison service should be operating anyway. Local and regional commissioners and providers - in the public and third sector, were excited by the prospect and keen to engage. Perhaps

the most under-represented stakeholder group was that of employers. Those that did engage generated some genuinely innovative ideas, particularly in relation to manufacturing for the sustainable construction industry. The Transitions team felt that this lower level of engagement may have been due to the early stage of the project and the (appropriate) lack of certainty about functions and operations. The project has strong support from key economic subregional bodies: the Local Enterprise Partnership (LEP), the Police and Crime Commissioner (PCC) and the local authority. The project team has done additional work with employers since the masterplanning and is setting up a forum of business champions and advisors.

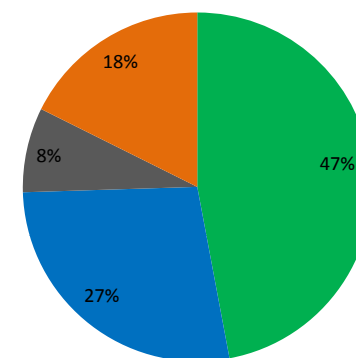
Operational models

In terms of the conceptual operational models, the green skills model was clearly preferred by most participants, but a number of ideas from the other models were also popular and there was strong support for light manufacturing and training functions and related employment functions, health and wellbeing functions, sustainable land-use, community facilities, the re-use of the historic buildings, core Transitions support services and

community facilities. Some highly valuable discussions explored the interactions between different functions and different user-groups, for example the potential conflicts between the use of facilities by prison officers and by offenders families. This will directly inform the design of key elements in the following phases.

Additionally, there were numerous discussions about the potential for fulfilling existing prison facilities services contracts, such as catering and laundry. These ideas will continue to be developed with the prison management team to explore the procurement challenges and opportunities. Early on through discussions with the prison management, a decision had been taken not to include offender residential accommodation within the site. It was agreed that such a rural site was incompatible with the objective of integration in housing terms and that there may be risks involved, including planning risks that would likely outweigh the benefits. Resettlement services form an important component of Transitions services and this position was strongly supported in the workshops. This highlights the importance of transport and the team has commissioned further work in this area.

■ green ■ industry ■ mixed ■ tourism



HMP Humber site

In terms of the site, the concept of a Transitions ‘hub’ as a central facility, with heavier, industrial uses being organised peripherally was generally agreed upon. There was a great deal of support for bringing the hall and garden back into use and to make use of the landscape. There was some concern at the potential loss of trees and concern about the impacts on some residential properties, but the scale aerial photo was useful in demonstrating that the site was large enough to absorb new elements and make up for what was lost, plus providing many new benefits. There was general agreement that the alternative access route around the former Wolds enclosure was the best option and

the development work with the prison security, the Ministry of Justice merger team and a transport consultant indicates this should be feasible.

Planning

A specific meeting was held with the local planning authority who were wholly supportive of the principles and in particular of the re-use of the historic buildings. It was agreed that once the initial masterplan was concluded, this would form the basis for discussions regarding individual applications and the measuring and mitigation of cumulative impacts. The workshops had revealed some limited support for residential accommodation on the site, which could be sold as a means to support the financial basis of the project, however the planners confirmed this would be against policy.

Site development training opportunities

A continued engagement with the prison staff currently responsible for managing the workshops, offender skills training, maintaining the land and for the management of Category D offenders who have day-release licences was undertaken over the period of the masterplan development. This has provided important

inputs, particularly into the continuity of existing land management operations and associated storage and facilities as the site develops towards the masterplan. A further area explored was for training and employment opportunities offered by the masterplan itself. The masterplan shows a significant amount of construction works taking place over its lifetime, with various types of construction requiring different sets of skills. Some of these are highly specialist, but many are skills that could be readily developed within the offender population through alignment of training within the prison, training and apprenticeships with construction firms, that could be built into the construction procurement process.

In addition, the nearby Category D prison, HMP Hatfield has a population of day-release offenders, many with existing construction skills. Both HMP Humber and HMP Hatfield offenders were supervised to carry out strip-out works on Everthorpe hall during the period of this study. Working with the HMP Humber workshops and training team and providers, the Transitions team considered the renovation of Everthorpe Hall as a case-study. Although the works have yet to be designed, the conditions survey enabled a fairly detailed scope of

works to be developed for the purposes of cost-estimating and thereby an in-principle schedule of work items and skill packages. This was reviewed to identify areas of specialisms and areas where skills could be developed within the prison training programme. These were also reviewed in terms of transferrability, as the hall project is a single project for a limited period of time, whilst any training programmes should be targeting generally available, sustainable employment. Some specific examples of skills and trades that met these criteria were:

- **Dry-lining:** the hall will need to be brought up to current insulation standards and with a masonry building such as this, would normally be achieved through insulation inside the existing walls and plasterboard dry-lining to the interior. This will form a large package of works within the hall, but is also a widely-demanded trade in all types of construction work, from residential to commercial renovation and new-build.
- **Windows:** all windows within the hall will need to be replaced to meet the requirements of Part L of the building regulations. Due to the nature of the buildings, these will be

fairly special assemblies and require specialist fabrication and testing equipment. There may be sufficient wider demand for these products to support a fabrication setup on the site, or it may be more appropriate to form a partnership with a local existing fabricator.

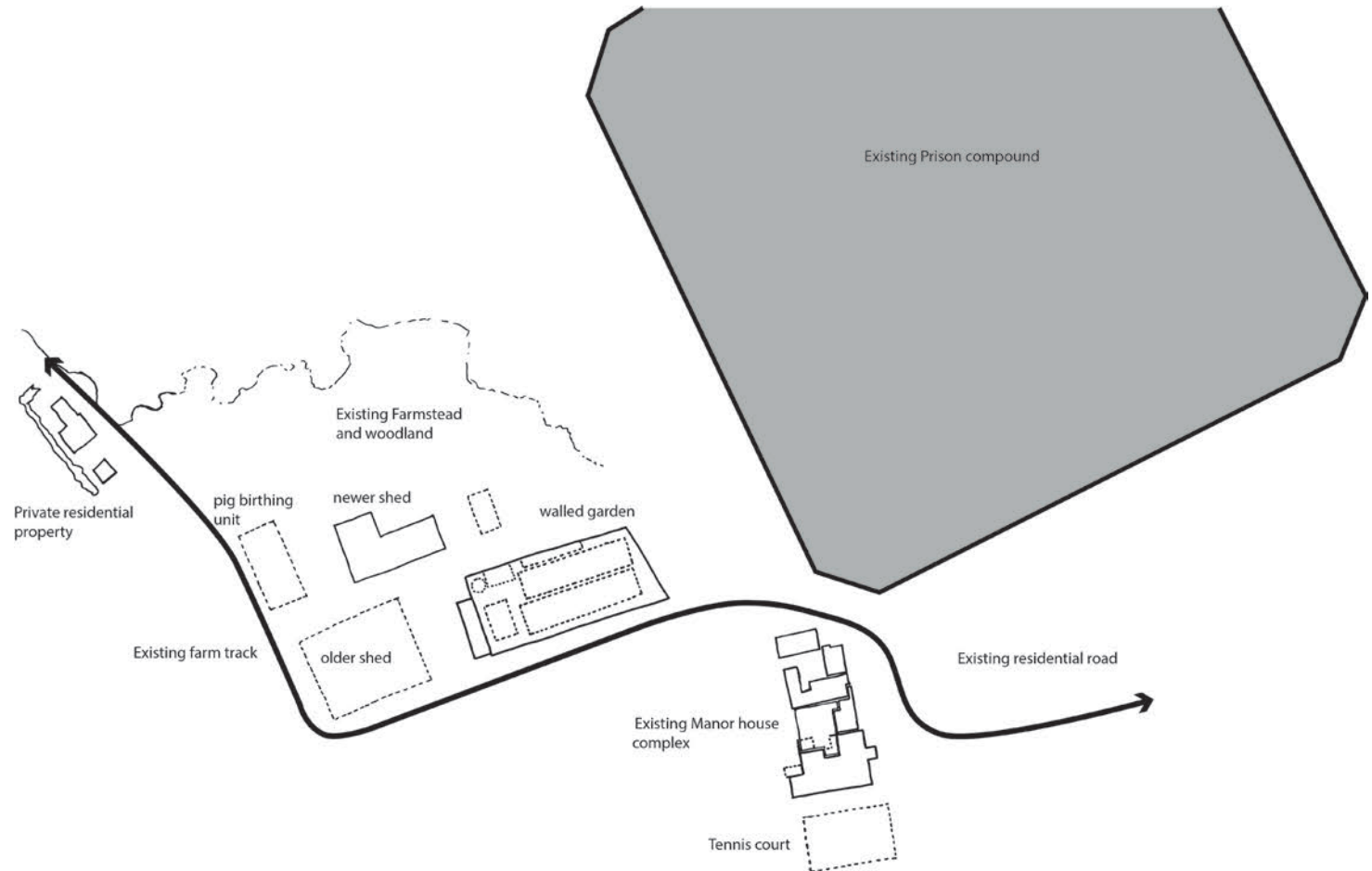
- **Joinery installations:** elements such as staircases commonly require a combination of off-site manufactured elements, with on-site adjustment and installation. These are medium-level skills that require little specialist equipment and could readily be set up on site with more modest investment.

Full details of the masterplanning workshops, questionnaire responses and site development training opportunities are contained in separately available reports.

Masterplan development and testing

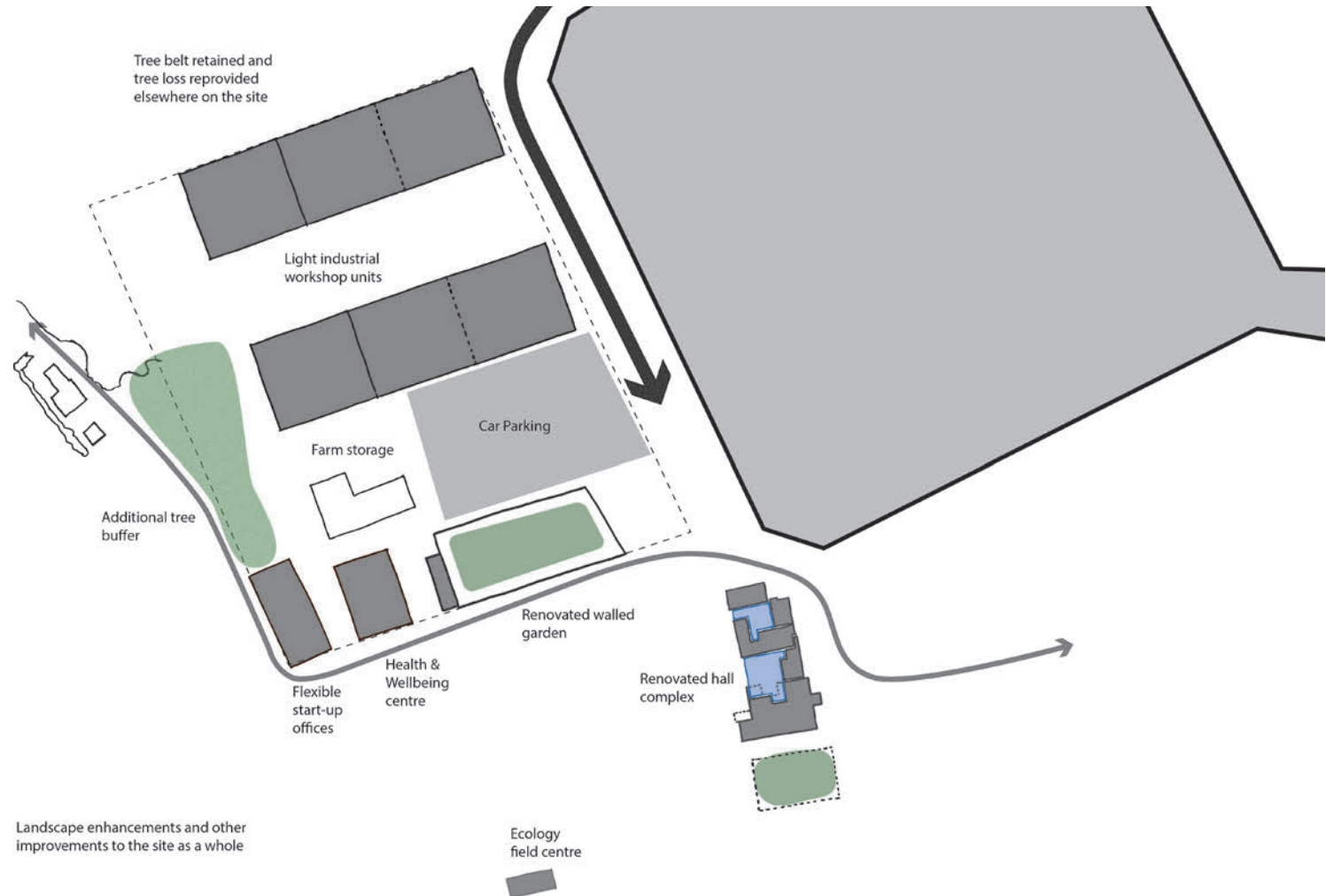
The focus for physical development of the site centres on the existing farmstead and manor house complex, Everthorpe hall. The key elements are shown here, to enable a basic planning process and to consider how the development could be delivered over time through different phases as funding becomes available, or through different partners. These diagrams do not show some of the site constraints that need to be addressed as each element is designed and delivered.

The existing farmstead buildings are mainly in a poor state of repair, some with asbestos roofs. In the center of the site, a newer shed exists that could continue to be used. The manor house complex and walled garden pre-exist all of the other site development and are well-loved local landmarks. Historic photos show a formal garden to the south of the hall on the site of the current, derelict tennis court. A woodland has existed in this location for an even longer period, but it appears that this was largely replanted, possibly as livestock forage around the time of the prison development, meaning that there are few very mature trees. Neither the farm track nor the residential road are adequate for significant additional traffic. The private house opposite the farmstead is an important consideration.



An outline proposal for a new access road has been developed, providing direct access to light industrial employment and training units. These will require some tree loss, which should be mitigated and an additional buffer created to protect the residential property. A car park can be accommodated between these and the walled garden, to create a more public 'arrival' point, separate from the heavier servicing. The remaining elements are arranged diagrammatically so that they can be delivered in any order.

The whole Masterplan is set up as a framework, with the intention that the suite of elements combine to support one another, but nonetheless can be delivered more or less independently. Light industrial /training units are almost certainly dependent on a new access road, but the other elements are not necessarily, on their own. The access road and car parking become required when the quantity of other development reaches a certain threshold. The precise functions of each building and the associated capacity and therefore traffic generation will become clear during the next stages of development as the briefs and business plans are refined. The configuration of each should be designed towards the illustrated Masterplan in the first section of this document.



A set of components

The quantity and form of development indicated on the Masterplan represents approximately £14 million of investment in this site at current costs. The initial Transitions business plan does not envisage a scale of operation that will require this amount of development from the outset and the vision is that Transitions will grow over time and through partnership working to fill out this framework. The initial proposal is that the site will be transferred to a Transitions social enterprise.

This is likely to have two key elements: a property management function and a separate delivery function that works alongside other tenants. Some of these partners will want fully furnished space to rent and deliver services from as part of the Transitions offer. Others, such as light industrial operators may wish only to lease a serviced plot and erect their own buildings. These partners will only be accommodated in order to deliver Transitions objectives on the site, but in simple land terms, they would become tenants of the Transitions landlord. These objectives may form part of the tenure agreements. To enable this process, the key components of the masterplan are scheduled here, together with accompanying requirements. It is envisaged that mitigation and landscape

enhancement as well as community facilities will be required in proportion to the scale of each components and so assumptions have been included here. These components represent the current proposal in terms of form, scale and function and these may continue to change through discussions with potential partners, however the overall scale of development and broadly, the spread of uses is not expected to change. For the most part, these components may be delivered in any order, apart from the road and car park as noted earlier. Component A is anticipated as the initial development and provides a base for the operation of Transitions services.

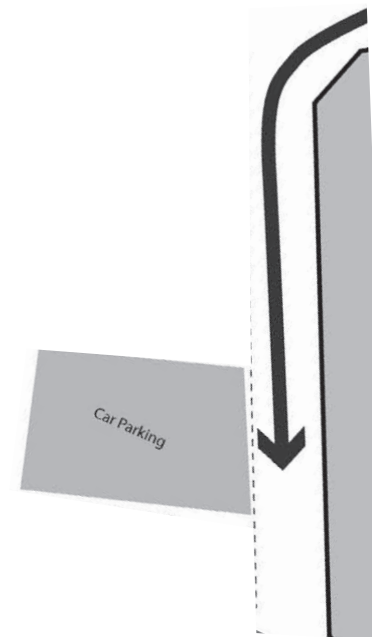
All areas are approximate and subject to surveys. In the case of renovated office space, the areas are estimates of the final net lettable space. Elsewhere areas are Gross Internal Floor Areas. Estimates include fees and contingencies and are based at today's prices. Cost estimates provided by Ian Sayer & Co.



Component A

Of the two courtyards in the Everthorpe hall complex, the northern one has simpler buildings that are quicker and easier to renovate for new uses. Unified under a simple glazed roof, this courtyard can deliver an initial 'Transitions hub' to bring together partners and service delivery under one roof. This component also incorporates some road and other improvements for the local residential community.

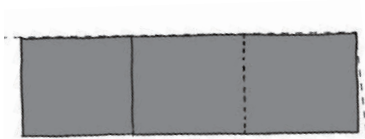
Max. area (net internal): 290 m²
Construction cost estimate: £780,000



Component B

The access road is not independent of the other components but will be required at a certain threshold, together with the car parking for upwards of 100 vehicles. The cost includes demolitions, infrastructure, tree replanting and habitat enhancements.

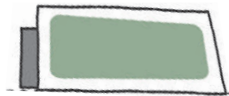
Construction cost estimate: £1.3m



Component C

The light industrial / training units consist of two runs of three 1,000 m² modules. Each module can be delivered independently, but a significant proportion of the cost of each run of units is for servicing and infrastructure. A portion of the cost is for tree re-planting and habitat enhancements and community facilities.

Max area: 6,000 m²
Construction cost estimate: £6.5m



Component D

Everthorpe Hall and the walled garden together provide an attractive package for heritage funding and will deliver a significant quantity of office, meeting and conference accommodation, with more public elements. It is an important local icon and its renovation and re-use will make an important statement about the Transitions objectives. This component incorporates landscaping and food growing areas.

Max area (net internal): 600 m²
Construction cost estimate: £3.6m



Component E

The health and wellbeing centre can combine a wide variety of related services in a shared space.

Max area: 500 m²
Construction cost estimate: £1.4m



Component F

Flexible business units are generally popular in the area and can provide a 'soft-landing' for ex-offenders starting up businesses, with on-site support.

Max area: 500 m²
Construction cost estimate: £700,000



Component G

A field learning centre could be a simple, lightweight, flexible building acting as a connection between the Transitions Hub and the wider site.

Max area: 100 m²
Construction cost estimate: £250,000

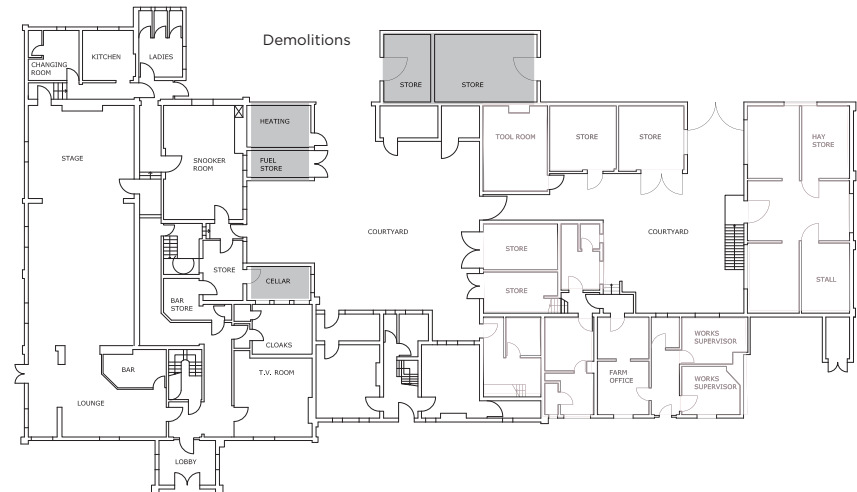
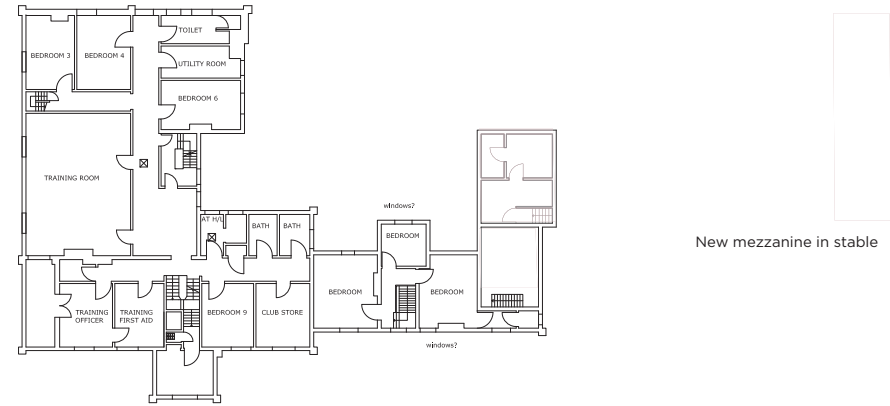
Initial development scheme: Transitions hub

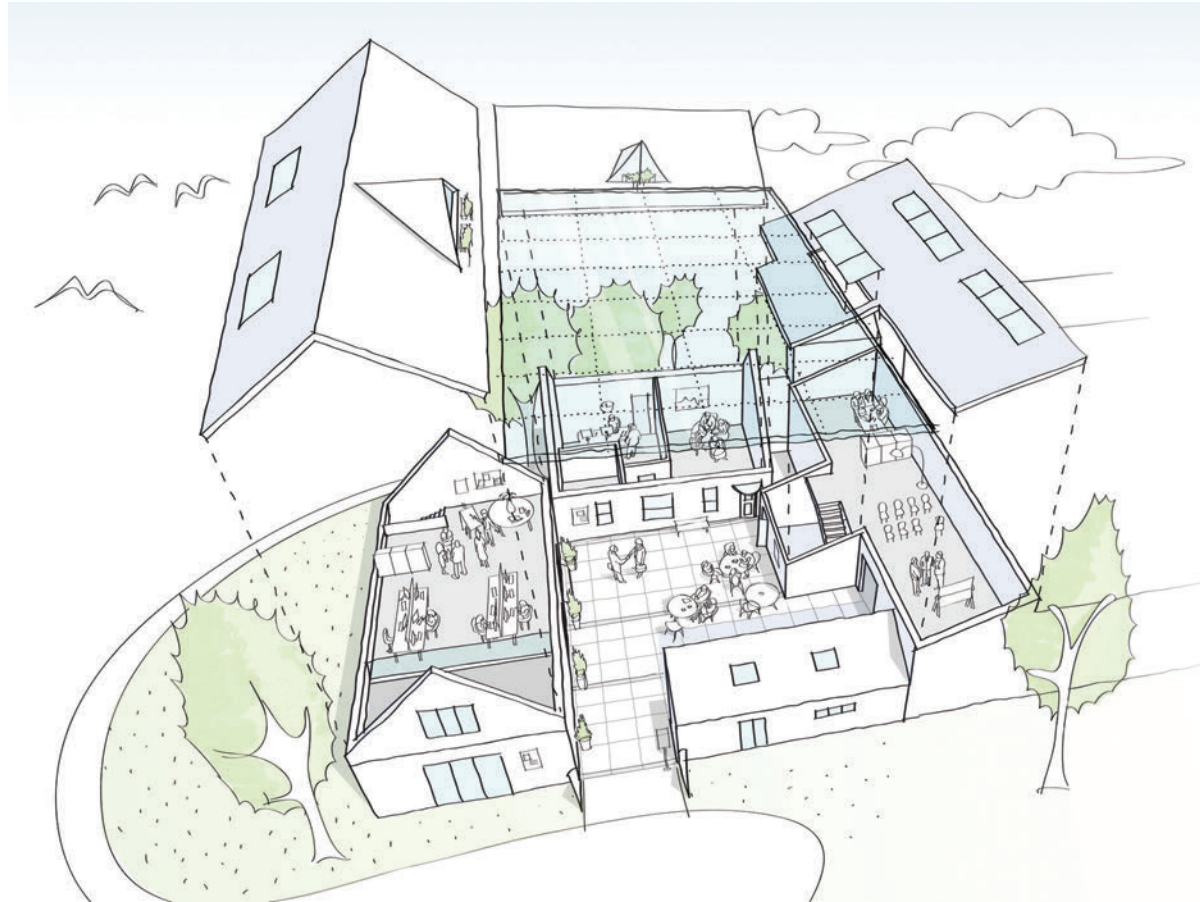
The Transitions team are currently based in the office building facing onto the northern courtyard. This building was given a light-touch refurbishment by a team of Category D offenders, managed by officers from HMP Humber. This courtyard is surrounded by a stable building, a utility building currently used as a welfare space for staff and offenders working on the farm and some storage buildings. These can be reprovided by opening up the adjacent courtyard and making use of further outbuildings.

The vision is to convert these buildings into fully serviceable office spaces, compliant with current building standards and to semi-enclose the courtyard space with a simple glazed roof, to form a kind of 'atrium' or breakout space. Existing walls and roofs will need to be insulated and windows replaced, with some new openings for new windows etc. Some of the buildings will require internal remodelling and the courtyard will need to be made good and decorated.

Although relatively modest in the context of the wider site potential, this will nonetheless provide an additional 30 or so desk spaces, meeting and consultation space and a carefully controlled social environment that represents the ideas of rehabilitation capital in microcosm.

This will provide a Transitions Hub on the site at an appropriate level of capital investment for the initial social enterprise. The training and skills opportunities for offenders identified for the conversion of Everthorpe Hall are similar here, but at a smaller scale, providing an ideal testing ground and capacity building opportunity. This will require planning permission, but initial discussions with the local authority revealed strong support for bringing these buildings back into productive use. Protected species are in evidence and surveys are currently underway to ensure appropriate measures can be taken for their management during the works.





Developing the masterplan

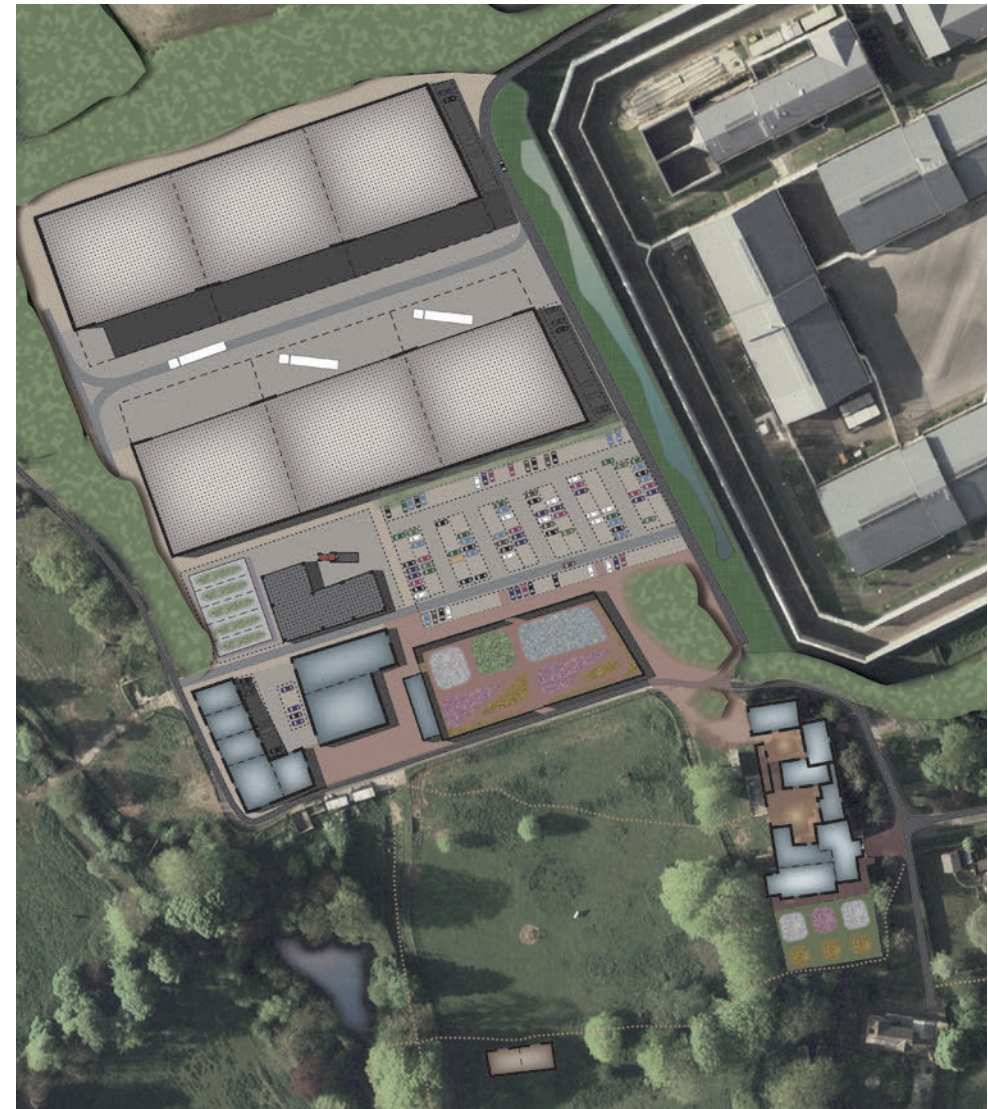
This study has followed a uniquely iterative process to arrive at a strategic framework for Transitions to operate on this particular site (far page, right). The illustrative plan (this page, right) is intended to make this tangible and to bring out some of the key issues that need to be developed as the project moves forward.

This picture is fully expected to be adjusted throughout this process and the starting point is a series of more detailed surveys. The trees in particular are an enormously valuable aspect of the site: some of these are less mature and valuable than others and though some broad assumptions have been made here, a full arboricultural survey is a priority. More detailed habitats surveys should be undertaken in parallel. The landscape is a distinctive feature and a landscape architect should be appointed to help develop the masterplan further, so that each component can contribute towards an enhanced sense of place for the site users: visitors, clients, staff and wildlife.


















A framework for the submission of planning applications should be agreed with the local authority, including thresholds of development related to each set of mitigation and enhancement measures. As individual components come forward, operators will be identified who

will help to refine the brief and thereby the design of each. The masterplan can then be used to consider how these evolving components can continue to relate and contribute to the whole of the site and the Transitions objectives. Some of the components are more opportunistic in terms of timescale than others: demand for flexible office spaces for start-up businesses may only emerge once Transitions has established a certain level of activity and support on the site, for example. Other components require more forward planning, such as the new access, or a heritage bid for Everthorpe hall, which has a lead-in time.

As noted at the beginning of this document, the process of developing this masterplan has been equally as significant as the outcome and the iteration between the development of the social enterprise activities, the organisational and delivery work within HMP Humber and the concept of rehabilitation capital and culture must be continued if the objectives are to be achieved.





-  HM Prison
-  car park
-  light industry & workshops
-  Everthorpe Hall
-  Health and wellbeing centre
-  Farm storage
-  Walled garden
-  Flexible start-up offices
-  Ecology field building
-  Allotments
-  Food growing and renewables
-  New tree planting and enhancements
-  Garden and recreation areas
-  Meadow garden
-  Walking trails
-  Service connection
-  New access road

Acknowledgments

This report was written by Roland Karthaus, Architect as part of the RSA Transitions team, directed by Rachel O'Brien and supported by John Marshall and Alistair Russell.

The masterplanning process was a collaborative exercise throughout and was only possible through the engagement and goodwill of the numerous people and organisations taking part through the consultations and workshops.

The Transitions team would like to thank all those who gave up their time to engage with this process and helped to shape the proposals. In particular, thanks to the officers and staff at HMP Humber who facilitated the workshops and to the Governor, Ed Cornmell for his unwavering support.

Thanks also to Quantity Surveyors, Byron Phelps and Ian Sayer and Co. A fuller list of acknowledgments can be found at the front of the main Transitions report.

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21st century enlightenment

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